PUBLIC SERVICE COMMISSIONER

ANNUAL REPORT 1989

Alberta

PERSONNEL ADMINISTRATION OFFICE

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Alberta
LABOUR

Office of the Minister

Also responsible for
LABOUR RELATIONS BOARD
HUMAN RIGHT COMMISSION
WOMEN'S SECRETARIAT
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PERSONNEL ADMINISTRATION OFFICE

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June, 1990

Honourable Dr. David Carter
Speaker of the Legislative Assembly
325 Legislature Building

Dear Sir:

I have the honour to submit to you the Annual Report of the Personnel Administration Office for the calendar year ended December 31, 1989.

Yours truly,

ELAINE McCOY, Q.C.
Minister Responsible for
Personnel Administration Office

Alberta
PERSONNEL ADMINISTRATION
OFFICE

Office of the Pubic Service Commissioner

7th Floor, Kensington Place, 10011 - 109 Street, Edmonton, Alberta Canada T5J 3S8 403/427-8116

June, 1990

The Honourable Elaine McCoy, Q.C.
Minister Responsible for
Personnel Administration
Room 103, Legislature Building
EDMONTON, Alberta

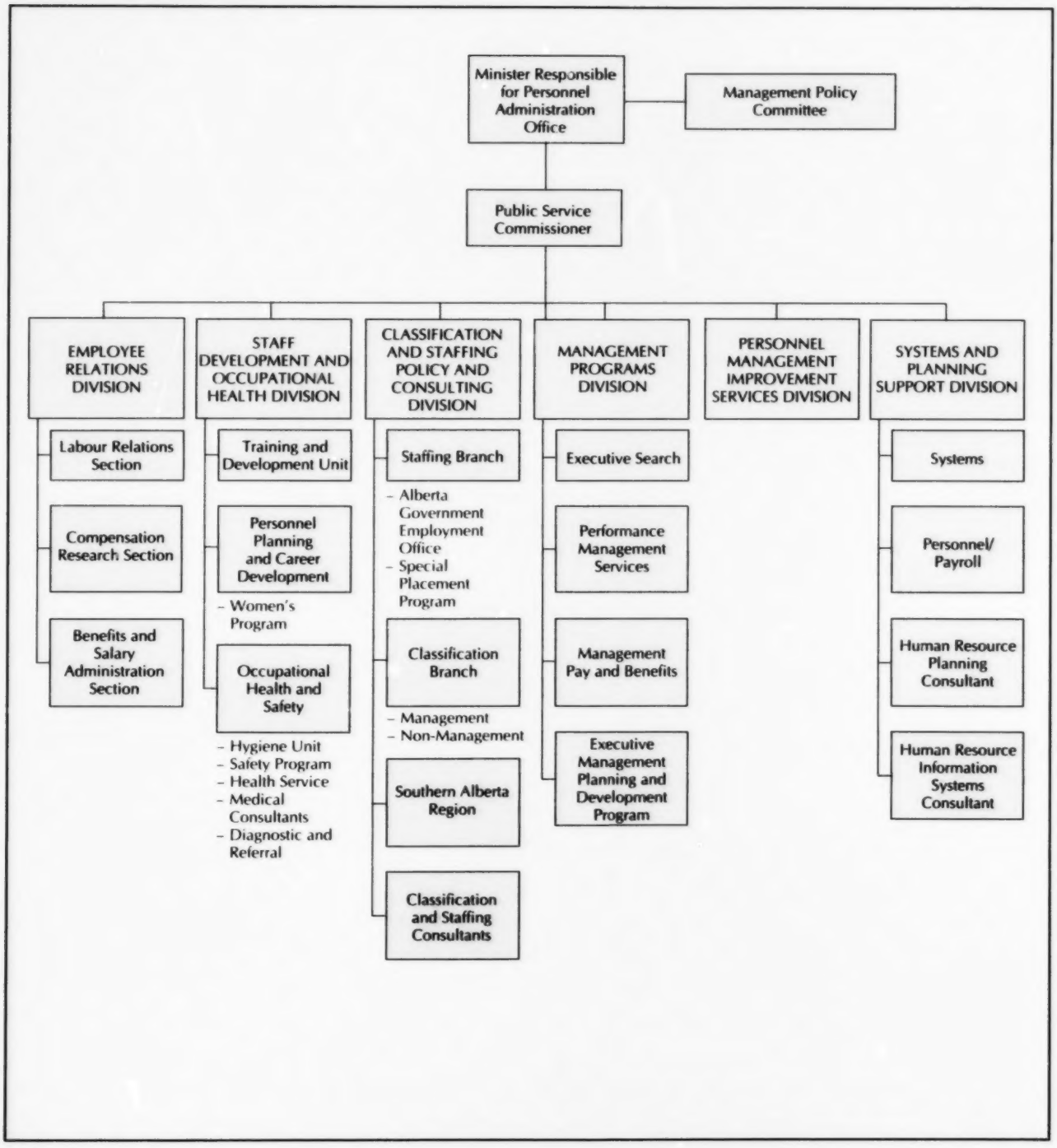
Madam:

I have the privilege to present to you the Annual Report of the Personnel Administration Office, pursuant to the Public Service Act, for the calendar year ended December 31, 1989.

Respectfully submitted,

J.E. DIXON
Public Service Commissioner

Personnel Administration Office Organization Chart as of December 31, 1989



Functional Statements

The functions of the Public Service Commissioner and each division of the Personnel Administration Office are as follows:

Public Service Commissioner

Provides advice on personnel policy and legislation to the Minister Responsible for Personnel Administration and to the Government of Alberta. Develops and administers systems to implement policies and practices. Advises and informs the Minister on all aspects of personnel administration. Manages a comprehensive personnel program implemented through divisions of the Personnel Administration Office. Provides advice and assistance to departmental officials on personnel matters.

Employee Relations Division

Negotiates and administers collective agreements; develops and administers benefit programs; and, undertakes compensation research.

Management Programs Division

Develops personnel policy alternatives for the management group including those related to the terms and conditions under which they are employed. Provides an executive search service to recruit executives and senior officials. Coordinates corporate management development activities including the Executive Management Planning and Development Program, and provides performance management assistance to departments.

Classification and Staffing Policy and Consulting Division

Assists in acquisition and retention of a qualified workforce by providing leadership in developing effective, equitable classification and staffing policies and procedures. Provides effective consultation and program services to departments. Also conducts a program to assist disabled citizens of Alberta to obtain meaningful work experience in the public service.

Staff Development and Occupational Health Division

Provides training and development services to assist departments of the Alberta Government to achieve effective development and utilization of their human resources, consistent with the needs of individual employees and the Alberta Public Service. Coordinates initiatives for female employees under the Alberta Plan For Action For Women and provides career development assistance to departments through the services of the Career Planning Centre. Coordinates an occupational health and safety program across the public service, aimed at protecting and maintaining the health of employees.

Systems and Planning Support Division

Provides systems management, and consulting in human resource planning and human resource information systems. Provides personnel/payroll services for the Personnel Administration Office. May also undertake projects relating to finance and administration needs or program development activities.

Personnel Management Improvement Services Division

Conducts an integrated and comprehensive review of personnel programs and services, to ensure they are effective throughout government.

Employee Relations Division

Bargaining for renewal of the Master and 12 subsidiary agreements for the 1988-89 period began in January 1988. Eleven of the subsidiaries settled by the year end for basic increases of 3.6 percent as of April 1, 1988; further increases of three percent as of April 1, 1989; and one percent as of October 1, 1989. Negotiations for the Master Agreement and Subsidiary #6 (Social Services) concluded in 1989.

The Group Employee benefit plans covering government employees, their spouses and dependent children were heavily utilized.

Labour Relations

Collective Bargaining

Collective bargaining with the Alberta Union of Provincial Employees (A.U.P.E.) for the 1988-89 period commenced in January 1988. The Master Agreement was concluded in February 1989; the major revision was an entitlement by long-term wage employees to the same benefits as salaried temporary employees following a two-year qualifying period.

Twelve memoranda of agreement were concluded at subsidiary bargaining tables. Eight of these were ratified during 1988 and three were ratified in January 1989. The last subsidiary agreement (Subsidiary #6, Social Services) was ratified in June 1989.

The subsidiaries all settled for the same basic increases of 3.6 percent as of April 1, 1988; further increases of three percent as of April 1, 1989; and one percent as of October 1, 1989.

The Agreement remains in effect until March 31, 1990 or until a replacement Agreement is reached. Bargaining for a replacement agreement is expected to commence in January 1990.

The Labour Relations Section will assist the Alberta Research Council, the Alberta Alcohol and Drug Abuse Commission, and the Alberta Mortgage and Housing Corporation in their negotiations in 1990. Their current agreements expire in March 1990.

Consulting Services

The main function of the Consulting Services branch continued to be providing effective labour relations advice and assistance to departments. As the primary contact to departments in labour relations matters, the branch responded to requests for contract interpretation and assistance in problem resolution. It also provided support and expertise to the other branches of the Labour Relations Section by assisting in collective bargaining, grievance adjudication, training, and compensation research.

The branch provided labour relations seminars to the personnel community in Edmonton and Calgary. These seminars were intended to present departments with updated information and encourage discussion regarding current labour relations issues. Topics of discussion included long-term wage employees, other contract interpretations and bargaining unit exclusion issues. The seminars provided an opportunity to update the departments on recent grievance adjudication decisions, exclusion decisions and the collective bargaining process.

Contract interpretation requests were monitored to assist in the updating of the interpretation manual provided to the personnel community. This process assists the branch in identifying issues for collective bargaining.

The branch met with the A.U.P.E. on a regular basis in resolving labour relations problems.

Training

In 1989 the training focus was on service-wide programs and in-house programs for departments.

In-house programs were provided for the departments of Municipal Affairs; Energy, Forestry, Lands and Wildlife; Labour; Transportation and Utilities; Culture and Multiculturalism; Recreation and Parks; and Career Development and Employment.

Labour Relations' input was provided for programs developed and administered by Staff Development and Occupational Health Division.

In response to departmental requests, a new program on "Investigative Interviews in a Labour Relations Environment" is under development to be piloted in spring 1990.

Adjudication

During 1989 there were 686 new grievances filed at various stages of the grievance process. With 153 unresolved grievances carried over from previous years, the

total number of grievances processed in 1989 was 839, as compared with 531 in 1988. One hundred twenty-eight remain unresolved at year end.

During the year a total of 67 hearings were scheduled before adjudication boards. These boards have issued 13 awards, and five more are pending. The remaining issues were adjourned, settled or withdrawn.

The total number of adjudication awards received in 1989 was 19 (six decisions were cases heard in the previous year).

Of the 19 awards, 10 were denied, eight were allowed, and in one case the outcome did not clearly favour either party.

Bargaining unit exclusions continued to be a significant area of activity. During the first part of the year, Adjudication Section staff and A.U.P.E. representatives jointly conducted a review of bargaining unit exclusions within the personnel sections of departments. This review resulted in the A.U.P.E. applying to the Public Service Employee Relations Board for a determination of the bargaining unit status of approximately 150 employees. In November and December the Board held hearings involving 18 employees in test case categories selected by agreement of the parties. The Board will issue its findings in 1990.

In addition, this section processed 183 requests from departments for exclusion from the A.U.P.E. Some of these have resulted in challenges which in time will have to be determined by the Public Service Employee Relations Board.

Compensation Research

A major focus for the unit in the first part of 1989 was assisting the Labour Relations Section to conclude the 1988-89 round of bargaining. This included providing research support and serving as members of the Employer's bargaining team. Throughout the year, the unit continued its research role by monitoring and analyzing the economic environment and market trends. The unit is involved in analyzing compensation factors in preparation for the opening of negotiations in early 1990.

The unit completed the 1989 Salary Survey utilizing an automated system. In addition, the unit completed the bi-annual Benefits Survey in the fall of 1989 and prepared for the 1990 Salary Survey.

Projects during the past year included several pay reviews for both management and non-management groups, an historical review of the number of requests for provisions under the part-time committee remuneration order, and market research related to the Administrative Support Class Series Review.

Ongoing activities included participating in compensation surveys and inquiries from both public and private sector employers, providing recommendations on part-time committee remuneration requests, and assisting in the use of microcomputers within the section.

Benefits and Salary Administration

The Benefits and Salary Administration Section provided consultative services to government departments on non-management employee salary administration and the application of employee terms and conditions of employment. In addition, the section coordinated the administration of group employee benefit plans affecting all government employees. It administers the benefits of some 1,300 retirees who retired under the government's Early Retirement Incentive Program in 1987-88. During 1989 the section played a major role in providing individualized benefit statements for non-management employees excluded from the bargaining unit; developing and implementing special benefits coverage for employees who continue to work after age 65; providing special Long Term Disability benefit adjustments for disabled employees; increasing the maximum benefit provided under the Long Term Disability Plan covering management and other excluded employees; and negotiating, implementing and administering special benefit options for employees who for medical reasons must leave their own occupation for other gainful employment.

Group Life Insurance Plans

A group life insurance plan is in force for employees in the bargaining unit with another plan covering managers and other excluded employees. Each plan provides: basic life insurance; accidental death and dismemberment (A.D. & D.) insurance; dependent's life insurance; and paid-up life insurance of $3,000 for retirees. In addition, the plan for management and excluded employees provides employee-paid optional life insurance. The cost of basic, A.D. & D. and retirees' coverage is shared between the government and its employees. Other insurance coverage is totally employee paid.

The claim experience during the plan year ending March 31, 1989 is as follows:

	Group Life Insurance Plan	
	Bargaining Unit	Management and Excluded
A. Basic Group Life Insurance		
Deaths	65	16
Average Claim	$61,492	$127,563
B. Accidental Death and Dismemberment		
Claims	5	Nil
Average Claim	$60,600	
C. Dependent's Life Insurance		
Deaths	27	9
Total Claims Paid	$174,000	$57,000
D. Retiree's Life Insurance		
Deaths	85	13
E. Optional Life Insurance		
Claims	Not Applicable	5
Average Claim		$70,000

Travel–Occupational Accidental Insurance Plan

This plan covers employees who are not covered under the Group Life Accidental Death and Dismemberment Insurance Plan (mainly wage employees). The plan provides benefits in the event accidents causing death or dismemberment occur while employees are performing their duties or traveling on government business. The principle amount of insurance benefit is equal to four times the insured employee's salary to a maximum of $100,000. During 1989 no accidents occurred that qualified for claims under this coverage.

Dental Plans

There are two dental plans: one providing coverage for bargaining unit employees; the other for management and other excluded employees. In each case, employees are reimbursed a portion of eligible dental expenses that they, their spouse and dependent children incur, up to specific maximums. These plans are totally funded by the employer. Optional coverage, providing higher reimbursement levels from the plan, is available to management and excluded employees at their own expense. In 1989 the bargaining unit plan paid benefits of $7,908,500, while the plan for management and excluded employees paid benefits of $3,135,100 including optional coverage.

Extended Medical Benefits Plan

The Extended Medical Benefits Plan provides partial reimbursement of the cost of prescription drugs and covers several other medical services not covered by the Alberta Health Care Insurance Plan. The premiums are shared equally by the employer and participating employees. Pensioners who retire early may participate in the plan until age 65.

Total benefits paid from the plan during the benefit year ending June 30, 1989 were $5,677,000.

Long Term Disability Plans

The plans, one covering employees in the bargaining unit and the other for management and excluded employees, provide income protection for employees who are unable to work due to a long-term disability. Benefits of 70 percent of the employee's salary up to a specified maximum are provided during the period an employee is disabled. Employees insured under the bargaining unit plan share the contribution costs with the employer.

At March 31, 1989, 648 employees were receiving benefits from the plans. During 1988-89, 274 employees were approved and commenced to receive benefits while 359 employees came off the plan, the majority returning to their own or a similar job and 38 undertaking gainful or rehabilitative employment.

The plans paid $8,472,900 in benefits during 1988-89.

Management Programs Division

The responsibilities of the Management Programs Division focus on the effective utilization and development of the Alberta government's management group.

In 1989, the division assumed responsibility for the Executive Management Development Program and is expanding this program to include the entire management group. The goal of the program is to encourage the development of management skills by facilitating career mobility through developmental assignments, rotations or secondments.

The division also continued its emphasis on consultation and training in the design, evaluation and operation of performance management systems.

Executive Search

The purpose of the Executive Search function is to provide a professional, specialized consulting service to senior Alberta officials, managers, and personnel directors in the recruitment and selection of executives for senior government positions. Executive Search is involved in assisting departments which fall under the Public Service Act in staffing Executive Manager I and Executive Manager II level positions. The section, on request, provides assistance in the staffing of senior official level positions.

The section handled 28 competitions in 1989. Four of these were still in progress at year end and two were discontinued prior to selection. Twenty-two of these competitions were advertised as open to all interested candidates, four were limited to government employees only, and two were restricted to departmental employees.

Twenty-one of these competitions were for the Executive Manager I level and three were at the Executive Manager II level. The section also assisted in the staffing of four senior official positions. Of the 22 staffed in 1989, 15 were filled by internal candidates.

Twenty-six positions were exempted from competition. Of these, 10 were filled by lateral transfers, 11 represented promotional opportunities and five were to facilitate special projects.

Consultative services were provided to departments in the selection of external executive search consultants for specific departmental search assignments. Assistance was provided to the Performance Management Section in identifying candidates for developmental assignments for executive manager and senior manager positions.

Performance Management Services

The section provides policy development and support to departments in establishing and maintaining effective performance management practices. Since June 1989, the section has also provided staff support to the Executive Management Planning and Development Program.

In 1989, the section assumed responsibility from Executive Search for coordinating Alberta's involvement in management planning and development programs including the Western Career Assignment, the National Defense College and Interchange Canada programs. As part of the section's planning function, a profile was prepared outlining changes and trends over a 10-year period in the composition of the management group. It is intended to produce this profile on an annual basis.

The section continued its role in policy development and provision of advice to departments on issues of staff relations, discipline, severance agreements, position abolishment, and downsizing as these relate to management and opted out and excluded employees. A one-day seminar for senior managers on management staff relations and the law was conducted in February 1989. Consultation was provided to departments and a number of reports prepared for the Public Service Commissioner on matters related to the Code of Conduct and Ethics for the Alberta Public Service.

In addition consultation was provided to departments in evaluating and improving departmental performance appraisal systems and practices and in training managers and supervisors to conduct effective performance appraisals. The Resource Centre is updated on an ongoing basis. It contains information on current departmental approaches to performance appraisal, and current literature on appraisal practices and systems used by various private and public sector employers. It is for use by all government departments.

Management Pay and Benefits

This section is responsible for the provision of compensation and benefits programs and services to Alberta government managers, senior officials, physicians, and individuals employed on a contractual basis. The section also assists departments in the administration of policies and guidelines covering employees who are on international service assignments.

The Management Employees' Regulation was amended in 1989 to incorporate a number of administrative changes impacting the management group's terms and conditions of employment.

Salary ranges for the management group were adjusted by four percent in 1989 with Deputy Ministers authorized to adjust individual management salaries based on performance.

The year 1989 saw approval of an Employee Funded Leave Program, with implementation targeted for early 1990. The intent of the program is to provide departments the discretion and authority to grant employees the opportunity to defer a portion of their salary over a specific time period, which will be withdrawn when the employee commences a leave of absence from their job to pursue any activity or interest.

A number of administrative issues were addressed in 1989 with respect to international service employees. As a result, the regulations and guidelines affecting these employees were amended. The most significant changes involved amendment of rates for the international service premium and the introduction of a post hardship allowance. The International Service Committee was responsible for formalizing an agreement with Alberta Blue Cross on the provision of health care coverage and benefits for employees posted outside Alberta.

The Management Benefits Profile Statement has become a yearly publication with the issuance of its third edition in 1989. In conjunction with the production of the management benefits statement, 1989 saw the introduction of a similar benefits statement for opted out and excluded employees.

Executive Management Planning and Development Program

The program's aims are to provide for the development of competent senior and executive managers by facilitating increased interdepartmental movement as well as interchanges with other public and private sector organizations.

The Advisory Committee of Deputy Ministers met periodically in 1989 to review and discuss the progress of the program. Fifteen interdepartmental moves at the Executive Manager level have been coordinated through the program since its inception in 1987. The program was integrated into Management Programs Division in 1989 and its mandate extended to include other managerial levels.

A consultant study of management assessment methodology was carried out in 1989. During the year, program staff made personal contacts with a number of private and public sector organizations and associations to help generate interest in management exchanges between these organizations and the Alberta Public Service.

Classification and Staffing Policy and Consulting Division

The Classification and Staffing Policy and Consulting Division ensures sound and equitable classification plans and staffing practices. It provides leadership in policy development, consultation and program services in support of maintaining a qualified workforce.

The major undertaking in 1989 was the development and implementation of the Administrative Support Class Series affecting some 10,000 employees. The process for staffing positions was simplified by development of new forms and implementation of an automated staffing system.

Classification Branch

The Classification Branch provides consultative services to departments in their application of the management and non-management plans. The branch maintains the classification plans; maintains and updates information reporting systems to assess the impact of delegated classification activity on the management and bargaining unit classification plans; and allocates executive management, key positions and central support positions.

Management Classification

During 1989, management classification authority continued to be delegated to departments. As of December 31, 1989, delegation agreements had been signed with all but two departments, and discussions were in progress to conclude those agreements in 1990.

Branch staff offered a consultative service to departments with delegated authority, and to allocate executive manager and key positions for those departments. Delegated decisions were reviewed for consistent application of the Management Classification Plan with feedback provided in quarterly and annual reports.

Non-Management Classification

Classification analysts provided advice and service to departments. Services included: providing advice on class usage; making recommendations on complex allocations; assisting in the preparation of briefs for classification appeals; responding to requests for new or revised class specifications; developing new class series; facilitating training needs; identifying position comparators; and, responding to specialized requests.

In total, new or revised specifications have been completed for 23 classes, including a new four-level Research Scientist class series. Thirty-four classes were deleted from the Classification Plan.

Training

The branch provided training in management and non-management classification processes to personnel practitioners and line managers. Two management classification courses were presented to a total of 45 participants. Three non-management classification courses were delivered to 66 participants plus two, one-day overview courses delivered to 26 participants.

Administrative Support Class Series Review

A major class series review was completed to update and consolidate nine different office support related class series, composed of 25 classes into a new six-level Administrative Support Class Series. The objectives of the review included: recognizing new technology components within the work; providing flexibility in the application of administrative support functions; minimizing ambiguities created by overlaps in similar kinds of work; removing barriers between classes to enhance career pathing; and, rationalizing pay between similar levels of work. The review also addressed a 1989-90 initiative identified in the Alberta Plan For Action For Women to ensure that classifications reflect the changing nature of administrative support functions. There were approximately 10,000 employees affected in this review. A steering committee composed of department, Personnel Administration Office and Alberta Union of Provincial Employees (A.U.P.E.) representatives provided the overall strategy and policy direction. A technical committee composed of department and Personnel Administration Office staff completed the series review. Approximately 1,500 position files were used to compile the job information for the review. A six-level class series was developed with four parallel streams (sub-kinds) of work. The development of the specifications was facilitated by the extensive feedback and input received from user departments. The new class series was implemented on schedule.

Classification Appeals

The Bargaining Unit and Opted Out and Excluded Boards addressed 49 appeals that were received in 1989 and 12 appeals that were carried over from 1988. The outcome of the appeals were: 18 withdrawn; four invalid; 10 postponed; one granted by the department; one granted by

the Board; and, 12 denied by the Board. The remaining 15 are scheduled for hearings in 1990.

The Management Classification Appeal Board addressed eight appeals received in 1989 and two that were carried over from 1988. Of these, four were denied, one was granted, and five were carried forward to 1990.

The Executive Management Classification Appeal Board received two appeals in 1989; one was granted and one was carried forward to 1990.

Staffing Branch

The Staffing Branch is responsible for recruitment and selection programs and staffing activities in the Alberta Public Service. The branch assists departments in the administration of staff redeployment and position abolishment. The branch also conducts a program to assist disabled citizens of Alberta in obtaining meaningful work experience in the public service.

In 1989, a total of 2,413 competitions were conducted within the public service, an increase of 233 or 11 percent over 1988. A total of 85,640 applications were processed, up from 75,396 in 1988, for a total increase of 14 percent.

Although position abolishment activity was down considerably from previous years, the branch continued to deal with downsizing and coordinating the placement of employees affected by position abolishment into available positions within Alberta government departments. The 1989 position reductions resulted in 10 employees served position abolishment notices. At calendar year-end, two of these employees had been placed in permanent positions; four had resigned, retired or refused offers of employment; two (both of whom were placed in alternative positions) had their rights for referral to existing vacancies expire; and, two retained their rights for referral to available positions.

Training

Personnel from the Staffing Branch presented recruitment and selection training modules focusing on legislation and interviewing skills to 76 participants from the personnel community. A one-day training session was provided to update clerical personnel involved in recruitment and selection support aspects for 17 participants. A new offering for senior clerical staff engaged in the recruitment and selection process was held with 44 participants attending. Advice and support was provided to departments developing proposals to increase the level of involvement of line managers in staffing. Staff participated in two training sessions for public service managers on the "Introduction to Central Agencies" program.

Enhancements

As part of its responsibility for staffing activities in the Alberta Public Service, the Staffing Branch is responsible for the review and improvement of staffing methods and practices. Over the past year, the branch played the lead role in testing and implementing a computer system, the APIX Staffing Component, for recording and processing staffing transactions. This system is designed to reduce turnaround times by electronically transmitting data in order to provide more complete and current information and to ensure quick access to various transactions. The implementation of APIX Staffing has been a major area of activity for the branch. Fourteen departments were actively participating at year end with four more slated to participate early in 1990. Training with departments continues on an individual basis, related to specific functions such as requesting recruitment, processing exemptions and producing reports. Implementation for all government departments is to be phased in over a two-year period with a target completion date of June 1991.

A major goal of the Staffing branch is to simplify the staffing process. A new format for documenting candidate responses during selection interviews is available to departments. The new form was developed by a joint Personnel Administration Office/departmental committee, and combines the interview plan and the rating guide into one document. It is designed to put emphasis at the preparatory and planning stage of the staffing process, to save time in the post-interview stage, and to involve the line manager more fully in all phases of the staffing process. The new format was designed to be easily converted to word processing equipment. It also can accommodate the identification of the individual departments and program areas if desired. An accompanying instruction brochure was published as a guide for those using the new form.

The branch participated in a Personnel Administration Office committee which commissioned a consultant's study on management assessment technology. An extensive bibliography was prepared for use by the branch. The report contains a review of approaches used in

assessment, followed with information about the validity and reliability and references to available research about the specific approach. Comments about side benefits and operational concerns to assist in estimating the cost/study impact are included. Extracts from the study which deal most directly with the staffing function were forwarded to personnel directors for use in departments.

Focus continued around assisting departments in attracting well-qualified candidates to hard-to-recruit positions through the selection of media for advertising and the development of an overall recruitment strategy. An inventory of senior systems analysts was developed in cooperation with departments involved in systems analyst recruiting. Meetings were held at various times throughout the year with Canada Employment and Immigration to facilitate hiring of out-of-country specialists for hard-to-recruit positions.

A nursing career fair was held in May 1989 at the University of Alberta in an effort to increase the awareness of nursing opportunities with the Alberta government, as well as to increase the profile of public service opportunities on the whole. In addition to personnel representatives, participants in the career fair came from the departments of Health, Family and Social Services, and Solicitor General. The Northern Alberta Development Council also participated to promote the bursary program aimed at retaining nurses in the northern part of the province.

Work Experience And Work Study Programs

The Work Experience Program is designed to provide work experience for credit in an occupational area of the student's choice. Students in the Work Study Program are enrolled in a specific course and, as part of that course's requirement, must complete a field placement.

For the 1988-89 school year, departments identified 178 potential worksites for placement for work experience and work study students. A total of 128 student referrals were received, resulting in 98 placements.

Special Placement

The Special Placement Program assists individuals who require specialized help to obtain work by providing them with an opportunity to acquire skills through work experience projects. Clients include those who are physically, emotionally or mentally disabled; and individuals who are over age 45. In 1989, 50 percent of the clients assisted were either physically or emotionally/mentally disabled.

In addition to clerical work experience projects, Special Placement has continued to progress in accessing other occupational areas including research assistants, institutional aides and electronics technicians. This increase in occupational areas has resulted in greater diversity of placement opportunities again this year.

Program staff successfully referred five clients to Summer Temporary Employment Program (STEP) projects and two clients to Priority Employment Program (PEP) projects which were specifically established for Special Placement clients.

Of those clients who completed work experience projects in 1989, 26 percent were successful in obtaining subsequent employment with either the Alberta government, or with other employers; 64 percent are employable and seeking employment; two percent are not interested in obtaining further employment; and eight percent are considered not capable of competitive employment. In addition to one-month assessment and work experience projects, placements were made in permanent, wage, project, and temporary positions with Alberta government departments, as illustrated in the chart entitled Special Placement Program Statistics 1989 on page 29 of this report.

The Special Placement Program staff helps create greater awareness of the program by participating in training programs for departmental personnel administrators to increase their understanding of the needs and abilities of disabled persons and to identify occupations suitable for these clients. Staff also work with outside agencies who deal with disabled persons.

Classification and Staffing Consultants

The consultants are primarily responsible for establishing and maintaining effective communication links between departments and the division, representing both department and Personnel Administration Office viewpoints to facilitate support to departments within government-wide standards for classification and staffing.

The consultants assist departments in identifying classification and staffing issues and concerns and in developing strategies for resolution. Typical areas of

involvement include reorganizations, class series reviews and policy interpretation from both a classification and staffing perspective. The consultants carry out special projects for the Classification and the Staffing Branches.

Southern Alberta Region

The Southern Alberta Regional Office, located in Calgary, provides assistance and consultation to line management, department personnel officers, employees, and the public in the Southern Alberta Region – the area south of Red Deer. All divisions of the Personnel Administration Office are represented, as well as the Minister's and Public Service Commissioner's Office, as required. Community contacts have been maintained through membership on advisory committees; participation in salary surveys; and, consultation with municipalities, agencies and businesses. This office is responsible for conducting special projects in classification and staffing in support of the mandate of the Classification and Staffing Policy and Consulting Division.

The office coordinates advertising and reviews exemption requests in the region, as well as ongoing recruitment and placement of administrative support personnel. The staffing area coordinates competitions and chairs selection panels as required by departments. The chairperson of the Recruitment Standards Committee, a member of the regional office staff, develops new or amended recruitment standards; provides interpretation of existing standards; and, responds to issues arising from technical changes and new legislative requirements.

Classification projects included: chairing the Technical Committee for the Administrative Support Class Series Review, which required development of a new class series to include approximately 10,000 positions and the preparation for its implementation; reviewing the impact of mandatory certification of Crane and Hoisting Equipment Operators on Equipment Operator class specifications; reviewing the impact of Printing and Graphic Arts Trade regulation on minimum recruitment standards/class specifications; and, completing a review to determine appropriate class levels for Senior Trade Directors in the Department of Economic Development and Trade.

Staff Development and Occupational Health Division

The Staff Development and Occupational Health Division developed and introduced several new programs this year, designed with a view of meeting future needs of management in the Alberta Public Service. Management and technical committees were established to provide advice and assistance to the division in planning, designing and piloting these new courses.

The Personnel Planning and Career Development Branch was involved directly with the Alberta Plan For Action For Women and has developed strategies that will assist women in the Alberta Public Service to achieve their career potential.

The Occupational Health and Safety Branch introduced a joint planning process with the Occupational Health and Safety Community in regard to the priorities of occupational health and safety in the public service. Several initiatives were implemented along with the introduction of policies that facilitate departmental operations.

Efforts to provide responsive services to client departments with an emphasis on policy and educational strategies continue to be this division's priority.

Training and Development Branch

In 1989 the Training and Development Branch provided training programs to employees at all levels with a focus on management training. The Senior Executive Development Program, provided in collaboration with the University of Alberta, completed its third year.

The Training and Development Branch was involved in the following projects in 1989:

Design of Core Management Programs

An advisory committee of human resource specialists and line managers identified content areas for two new core management programs. These were subsequently designed, piloted, and added to the regular calendar of courses. "Management Preparation" is targeted to employees whose next logical step would be management; and "Managing in the Public Service" is for Managers in their first or second year. Both programs feature peer learning, public sector content and contemporary topics.

In addition, 10 skills-specific programs for managers were identified by the advisory committee for design in 1990. The topics include leadership skills, communication skills and administrative skills. Each program will be one to two days in length and will be developed in keeping with departmental needs.

Introduction to Central Agencies

In response to a study conducted in 1988, the "Orientation for Managers" program was changed from a three-day, classroom style format to a 1 1/2 day, conference style program entitled "Introduction to Central Agencies". The new format provides greater flexibility as participants select only those presentations they wish to hear, and allows for a significantly reduced time frame so that employees are away from the office for only half the previous required time. One hundred people attended each of the two programs offered in 1989, whereas the previous format could accommodate only 25 participants per program.

Regional Training

In keeping with the goal of cost effectiveness, further efforts were made in 1989 to take training opportunities to regional locations. It is anticipated that savings on travel costs for people to take Edmonton-based courses should be significant.

As a result of a joint planning session with Department Training Managers, seven regional locations were chosen for on-site delivery of 18 different training programs during the 1990-91 training year. In addition, the five self-study programs were piloted, modified and offered on a regular basis during 1989. Alternate training methods continue to be an area for exploration and potential expansion.

Programs for Senior Managers

The core management review identified a need for training programs specific to the needs of senior managers. An advisory committee was therefore established consisting of senior line managers and human resource professionals. This committee is responsible for identifying topic areas which will lead to program design in 1990. Additionally, a number of programs were identified as pilots in the spring of 1990 for senior managers. These will include:

- Corporate and Strategic Planning
- Monitoring Effectiveness in the Public Service
- Service/Quality

Personnel Planning and Career Development Branch

The objective of the Personnel Planning and Career Development Branch is to assist in ensuring that all government employees have the same opportunities for employment and career development. In 1989, the branch saw many changes in all its major functional areas.

The Women's Program

This program assists women in achieving their career potential in the Alberta Public Service.

In August 1989, the Alberta Plan For Action For Women was announced by the Minister Responsible for Women's Issues. Long-term goals were outlined which form a framework for the future within which the government will undertake annual initiatives aimed at assisting women to participate fully and equally in all aspects of life in Alberta.

The following initiatives for women in the Alberta Public Service were announced with Personnel Planning and Career Development Branch responsible for their implementation:

A. An **advisory committee** on employment equity was established to review the current employment equity mandate and to recommend and advise on the implementation and evaluation of employment equity initiatives for women in the Alberta Public Service.

B. A **mentoring program** for women in the Alberta Public Service is under development. The program will be piloted with senior management women.

C. A committee was established to research and recommend strategies designed to assist public service employees to more effectively **balance work and family responsibilities.**

D. Activities are underway to identify and develop methods to further promote and develop **job sharing** as a work option.

The Women's Program Coordinators appointed in every government department continue to develop departmental initiatives and activities to assist women in their career development.

Eight training programs are administered by the Women's Program. Several address specific issues of interest for women preparing for a career change.

The Women's Program maintains statistics on the status of women in the Alberta Public Service. Additionally, a series of information brochures and packages are under revision and expansion.

The Resource Centre

The Resource Centre was developed to further enhance the services of the branch by promoting employee self-help and development. A collection of over 1,500 resources including books, periodicals and audiovisuals on such topics as management training and development; women's issues; career planning; and, personal and professional development, was developed. As of July 1989 the Resource Centre was integrated into the Labour Library to allow for an expansion of services. This has also enabled the branch to expand its research capacity.

The Career Planning Center

The Career Planning Centre is designed to provide skill and aptitude assessments and career counselling and career information. Although the centre was designed for the development of women in the Alberta Public Service, the services of the Career Planning Centre are available to all permanent and temporary salaried employees.

The Career Planning Centre provides resources to clients. However, there is an increased focus on providing leadership to departmental personnel practitioners to develop their knowledge and skills in career planning. In response to this need, this branch in conjunction with the Centre for Career Development Innovation is offering a Certificate in Career Development.

Occupational Health and Safety Branch

The Occupational Health and Safety Branch provides program coordination and support services aimed at preventing injuries at government work sites and at protecting and promoting health of employees. Early in the year, a joint planning workshop was held with representatives from government departments and staff from the Occupational Health and Safety Branch. The purpose of the planning workshops was to establish common occupational health and safety priorities for 1989-90. Seven priorities were identified that would assist departments. These have been the focus for activities within the Occupational Health and Safety Branch during the past year.

Occupational Safety

Providing resource service and consultation to departments in the areas of safety education, accident reporting and investigation, hazard investigations, emergency evacuation, and work site safety audits, continues to be the primary function of the Occupational Safety Unit. It also serves as the secretariat to the Government/Alberta Union of Provincial Employees (A.U.P.E) Occupational Health and Safety Committee.

Considerable priority was placed on updating a number of the Personnel Policies and Procedures Directives relating to occupational health and safety. The Safety Unit was directly involved in the revision of directives regarding personal protective equipment and first aid support service and assisted in the development of a new directive for handling facility environmental concerns in government-owned or leased buildings.

During the past year, a committee consisting of representatives from a number of departments and the Occupational Health and Safety Branch reviewed the occupational health and safety specialist resource requirements in government departments. The Specialist Resource requirements for program management and delivery in several departments resourced directly by the Safety Unit were identified as approaching a full time equivalent. These departments were encouraged to become self-sufficient in this area.

Safety education continues to be a priority. A comprehensive program of training services was offered. It is aimed at ensuring that employees know how to perform their work safely and ensuring that supervisors and employees are aware of their safety responsibilities in the workplace. Distance delivery training programs continue to be in demand, especially by employees who are not located near a major centre.

The willingness of management and the A.U.P.E. to work together cooperatively towards improving safety in the workplace continues to be a key strength of the Safety Program. This is demonstrated through the operation of the various joint health and safety committees, addressing topics on vehicle operator safety, Worksite Hazardous Materials Information System, (W.H.M.I.S.) office environmental factors and accident/injury experience through the Government/A.U.P.E. Committee.

Occupational Hygiene

The Occupational Hygiene Unit provided specialist technical advice and support to assist departments in minimizing potential health hazards at work sites. Approximately 125 in-depth work site surveys were conducted for departments in 1989. Surveys included assessment of the work site environment together with recommendations for corrective action where necessary.

Occupational Hygiene Training courses were expanded to a total of 11 with the addition of new courses such as Biohazards, Indoor Air Quality and W.H.M.I.S. for supervisors. The unit was active in coordinating educational seminars for departmental Occupational Health and Safety Coordinators, Occupational Health Nurses and Occupational Safety Officers.

Implementation of the W.H.M.I.S. continued during the year. A long-range plan for micro computerization of the program is being developed through a W.H.M.I.S. Computerization Requirements Working Committee. Documentation of six occupational hygiene software programs, developed by the unit, were completed during the year. During 1989, approximately 50 additional W.H.M.I.S. trainers were trained bringing the total in government to over 150. The W.H.M.I.S. Trainers Manual was revised, updated and published for use by departmental trainers, supervisors and coordinators. Two additional brochures were produced for use in conjunction with the W.H.M.I.S. program: Chemical Hazards and Painters (Paint and Varnish Removers) and a revised Right to Know: Working with Hazardous Chemicals.

A comprehensive guideline for developing a Code of Practice on Welding Operations was developed for use by departments in preparing their own workplace specific codes. A policy directive on Facilities Environmental Concerns was published during the year so that Public Works, Supply and Services/departments/Personnel Administration Office would have a procedure in place for identifying and resolving concerns such as indoor air quality.

The area of biohazards has emerged as a new and expanding issue for the Occupational Hygiene Unit. In response to the increasing number of requests for guidelines, surveys and specialized information on the subject, a draft Personnel Policies and Procedures Directive and accompanying guidelines have been developed for implementation in 1990. In addition, arrangements were

made to have occupational health and safety staff receive biohazards training.

Major literature searches were completed for departments on such topics as glare from Video Display Terminals, relative toxicity of various sealants, health effects of wood preservatives, spray painting hazards, Pentachlorophenol (PCP) standards for drinking water, environmental/ biological monitoring for mercury, capsaicin (bear repellent), hazards from photocopiers, and carcinogenicity of asphalt fumes.

A two-year pilot project was completed during the year in which the Occupational Hygiene Unit assisted the Environment Department in providing routine hygiene monitoring of its high risk work sites in the province. The project was successful and will be extended to other departments requiring this service over the next several years.

Occupational Health

The Occupational Health Service assists departments in carrying out their employee occupational health program responsibilities. This is achieved through the coordinated efforts of Departmental Occupational Health and Safety personnel, line managers and the five regional Occupational Health Service offices.

Legislated programs continue to be a high priority. These include ongoing medical surveillance and health education programs for employees exposed to noise, silica, asbestos, pesticides, and other chemical hazards. In addition, preplacement and periodic medical examinations are conducted at the request of departments for selected high-risk occupational groups.

Health education programs continue to be recognized as an integral part of assisting employees to live and work in a healthful life-style. Employees are being encouraged to assume greater individual responsibility for their health and to request advice, consultation and programs related to all occupational and non-occupational health issues. A Health Education Committee was established to coordinate and enhance programs that will better meet user needs, develop and circulate publications, and develop articles for departmental newsletters on current trends and high profile health topics.

In the past year, there has been increased involvement by the occupational health nurses in the investigation of "sick building syndrome" health complaints, environmental monitoring, analysis of data, and the development of remedial action. Other investigation and medical surveillance requests by departments include employee exposure to chemical spills, fumes and nuisance odors that may affect an employee's well-being and work performance.

A hearing loss investigation was performed on a selected group of technical personnel. The purpose of this health survey was to determine whether these employees were experiencing hearing loss caused by wind noise when windows are open in trucks they are driving. Conclusions from this investigation showed no statistically significant hearing loss attributable from these circumstances.

Several major projects were undertaken in 1989 including First Aid Support Service review, revision and redelegation of areas of responsibility, and enhancing the back care and the office ergonomics programs.

Statistics for programs by regions are provided on pages 27 and 28.

Occupational Medicine

The Medical Consultant conducts and coordinates the medical aspects of the five occupational health and safety programs as well as providing consultation services to departments in the area of occupational medicine. Key activities in 1989 included coordination of 162 medical examinations for selected occupational groups and convening of 22 employee medical reviews at the request of departments.

Diagnostic and Referral Service

The Diagnostic and Referral Service is an employee assistance program for the Alberta Public Service. In this role, a major function of the program is to diagnose behavioral health problems of employees using standard psychiatric procedures and psychological tests. Career assessment and vocational guidance is provided to employees whose problems are exacerbated by incompatibility between personal aptitude and requirements of the job. Individuals with behavioral health problems are referred to appropriate clinical resources in the community. Consultation and advice are given to management to help in the rehabilitation of employees and to make other organizational changes for the enhancement

of employee well-being. Crisis intervention and emergency counseling are available to employees requiring immediate therapeutic attention.

In terms of diagnostic assessment and therapeutic support during 1989, there were 521 referrals to the program, showing a four percent increase over 1988. Of these, 407 (78 percent) were first time referrals, and 114 (22 percent) were repeat referrals. Two hundred and forty-nine (48 percent) of the cases came from Edmonton, 177 (34 percent) from Calgary, and 95 (18 percent) from other regions in the province. There were significantly more female referrals (329, 63 percent) as compared to males (192, 37 percent). It was also noted that in 63 percent of the cases the referrals were initiated voluntarily by employees without the involvement of management, whereas 31 percent of the referrals were made jointly by employees and their supervisory personnel, and five percent of the cases required only consultation to supervisors in dealing with employees presenting behavioral difficulties. In the area of behavioral health education, the Diagnostic and Referral Service presented eight seminars on the topics of Combating Stress in the Workplace, Interpersonal Effectiveness, Assertiveness and Emotional Stability, and Managing the Troubled Employee. Another nine seminars were provided in response to the specific behavioral health needs of employee groups, and two seminars were given in dealing with critical incident trauma. Direct service was maintained in Red Deer, Grande Prairie, Peace River, and Lethbridge.

As a result of research conducted in the previous year, the Diagnostic and Referral Service developed a comprehensive proposal on personal and corporate wellness. A research plan has also been prepared to monitor the effectiveness of the wellness program and to make decisions on its content.

Systems and Planning Support Division

Systems

Commencement of implementation of the Staffing Component of the Alberta Personnel Information System, Cross-Government (A.P.I.X.) was undertaken in June 1989. Complete implementation of the Staffing Component on a cross-government basis is scheduled for June 1991.

Enhancements have been made and are continuing to occur on the three major systems: A.P.I.X., Absent Time Reporting System (A.T.R.S.) and the Personnel Information Access System (P.I.A.S.) which make up the Alberta Human Resource Management Information System. These enhancements are intended to provide better reporting facilities to users, availability of more data (wages) on the A.P.I.X. system and improved performance.

Human Resource Information Systems Consulting

Developed in 1988, this program provided consulting services to departments and the Personnel Administration Office in regard to automation of human resource management information systems, and has maintained an inventory of departmental applications of these systems. With the implementation of the automated staffing component of the cross-government personnel information system, training and support was provided to departments in converting from manual systems. The consultant participated in the development of requirements documentation for a wage employee component for the information system. A Human Resource Information Systems resource centre was developed for use by the Personnel Administration Office and departments. Demonstrations of various automated personnel systems applications were delivered.

Human Resource Planning

During 1989, the division provided information on human resource planning to departments and as a support within the Personnel Administration Office. A consulting service was provided to departments on the various components of human resource planning, on applicable planning software and departmental employee profiles. Development of an index of available literature on human resource planning was initiated to be made available to departments when completed.

Personnel/Payroll

Throughout the year this unit offered services in all areas of personnel to Personnel Administration Office staff. The section worked with the Employee Development Committee to establish the Staff Rotation Project which undertook to assist employees of the Personnel Administration Office with career development and enhancement.

The section participated in the evaluation process of the staffing component of A.P.I.X. which led to the actual implementation of the system during the year.

Personnel Management Improvement Services Division

The year 1989 represented the first full period of operation for the Personnel Management Improvement Services Division. The division's mandate is to review human resource management programs and practices in place within the Alberta Public Service in general and as applied by specific departments. Based on this review, the division identifies areas where improvements may be possible and outlines recommendations for changes. During the year, human resource program evaluations were conducted in 12 departments. Over 370 line managers representing all classification levels, all program areas within departments and an appropriate mix of head office and regional staff were interviewed using a standardized evaluation questionnaire.

As a result of these interviews, a number of priority and secondary concerns were identified and recommendations, presented in individual departmental reports, were developed to improve human resource policies, programs and practices. This has focused activity on both immediate improvements and longer range planning activities to address current and emerging government-wide trends. In 1990 reviews will be completed on the remaining departments.

In addition to this evaluation activity, the division has conducted an initial evaluation of its review methodology and will re-evaluate the process in 1990. The division has also developed a statistical base to provide departments with quantitative data on key program indicators as well as the qualitative analysis which forms the basis of the evaluations.

Statistics

Occupational Health and Safety Program 1989

Program	Number of Courses	Number of Participants	Days of Duration	Training Days
Advanced Indoor Air Quality	1	13	.5	6.5
Assertiveness and Emotional Stability	2	58	2	116
Biohazards	1	28	1	28
Combating Stress in the Workplace	3	63	1	63
Defensive Driving	2	35	1	35
Emergency Modular First Aid	1	17	1	17
Human Relations Effectiveness	1	23	1	23
Implementing Safety Practices — Self-Directed	1	1	7	7
Joint Work Site Health and Safety Committee	1	23	1	23
Standard Modular First Aid	3	50	2	100
Workplace Hazardous Materials Information System (WHMIS)	1	18	1	18
WHMIS for Supervisors	2	37	1	37
WHMIS for Trainers	1	24	1	24
TOTALS	**20**	**390**	**20.5**	**497.5**

Occupational Health Service Statistics 1989

	Grande Prairie	Edmonton	Red Deer	Calgary	Lethbridge	TOTAL
Medical Surveillance						
Audiometry (Noise)	324	809	221	317	252	1923
Pulmonary Function (Dust)	33	54	1	27	20	135
Lead Exposure	6	30	—	17	8	61
Pesticide Exposure	—	25	—	7	8	40
Pentachlorophenol Exposure	—	—	—	15	—	15
Total	363	918	222	383	288	**2174**
Medical Examinations						
Preplacement	—	57	—	4	2	63
Periodic	6	72	2	9	10	99
Total	6	129	2	13	12	**162**
Health Promotion						
Blood Pressure Screening	475	1730	204	237	245	2891
Personal Health Assessment	—	41	5	29	—	75
Personal Health Assessment Orientation	—	77	5	—	—	82
Joint Occupational Health & Safety Walkthrough Surveys/Audits	8	5	2	3	2	20
Health Complaint Investigations	5	9	13	13	8	48
Total	13	14	15	16	10	**68**

Occupational Health Service Statistics (continued) 1989

	Grande Prairie	Edmonton	Red Deer	Calgary	Lethbridge	TOTAL
Health Education (participants)						
Hearing Conservation	6	10	14	159	—	189
Pulmonary Fibrosis	—	30	—	—	—	30
Over The Counter Drug Use	—	61	—	—	—	61
The Facts About AIDS	93	102	141	115	—	451
Back Injury Prevention	9	181	129	114	17	450
Office Ergonomics for Video Display Terminal Operators	98	106	60	163	—	427
Smoking & Health Effects	—	6	117	—	—	123
Insect Bites	—	—	3	37	—	40
Rabies	—	—	3	16	—	19
Healthy Lifestyles	14	15	—	200	25	254
Nutrition	—	65	195	18	32	310
Prevention of Heart Disease	—	169	127	—	—	296
Personal Hygiene	—	40	—	—	—	40
Cancer Prevention	—	16	—	17	—	33
Pre-Menstrual Syndrome	—	8	—	—	—	8
Heimlich Maneuver	—	10	3	29	—	42
Weight Control	—	10	—	—	—	10
Exposure to Cold/Hot Environments	—	—	—	71	—	71
Osteoporosis	—	—	—	—	97	97
Total	220	829	792	939	171	**2951**
Health Counselling & Referrals	**142**	**250**	**151**	**105**	**116**	**764**
Occupational	22	35	17	44	6	124
Non-Occupational	120	215	134	61	110	640
Male	56	133	85	67	63	404
Female	86	117	66	38	53	360
Referrals to:						
Diagnostic & Referral Unit	2	4	6	6	—	18
Physicians	12	63	2	3	3	83
Other	—	4	6	3	—	13

Special Placement Program Statistics 1989

New Clients Accepted to the Program:	52		
Clients Accepted from Previous Year:	40		
Categories of Disadvantaged:		Physically Disabled	40%
		Emotionally/Mentally Disabled	10%
		Over Age 45 Years and Lack Recent Work Experience	50%
Placements:*		Type of Positions:	
		Work Experience	50
		Wages	10
		Pep/Step **	7
		Temporary	—
		Permanent	2
		Assessment	3
Interviews:		**Initial**	**Follow-up**
		76	93

* These figures do not include disabled persons hired who did not require the assistance of this program.

** Priority Employment Program/Summer Temporary Employment Program

*Staff Development Leave 1989

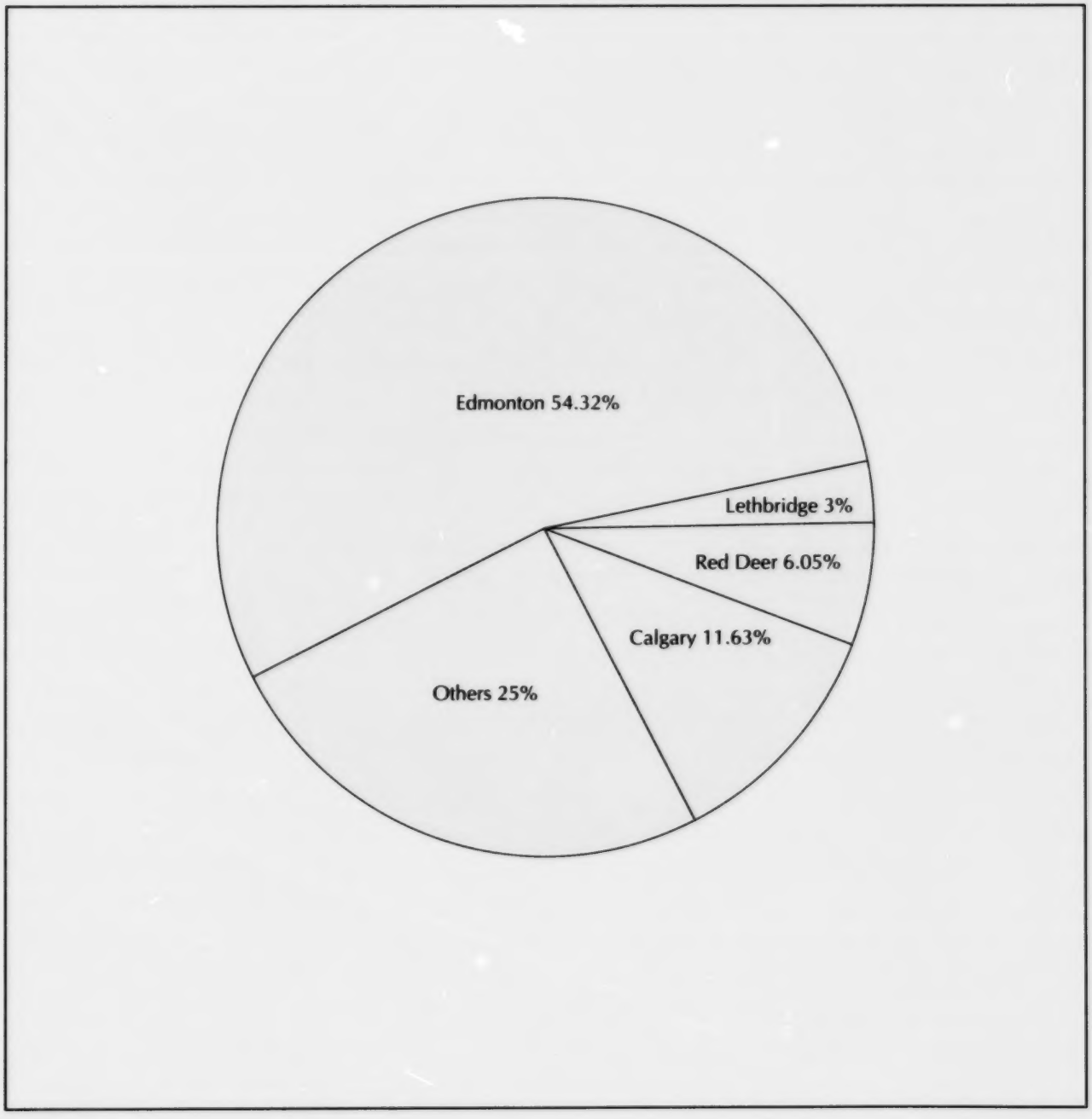
Department	Course Subsidizations	Education Leave
Advanced Education	81	9
Agricultural Development Corporation	20	0
Agriculture	1,126	14
Alberta Public Safety Services	31	1
Attorney General	145	2
Auditor General	45	0
Career Development and Employment	203	1
Consumer and Corporate Affairs	117	0
Culture and Multiculturalism	360	1
Economic Development and Trade	184	0
Education	85	0
Energy, Forestry, Lands and Wildlife	346	4
Environment	705	0
Family and Social Services	989	3
Federal and Intergovernmental Affairs	7	0
Health	442	6
Labour	35	1
Legislative Assembly	6	0
Municipal Affairs	347	1
Occupational Health and Safety	22	0
Public Affairs Bureau	75	1
Public Utilities Board	22	0
Public Works, Supply and Services	243	2
Recreation and Parks	443	0
Solicitor General	231	1
Technology, Research and Telecommunications	29	0
Tourism	20	0
Transportation and Utilities	1,230	4
Treasury	231	0
TOTAL	**7,820**	**51**

* An employee who receives financial assistance while on staff development leave may be required to fulfill a return service commitment with the government, as set out in the Staff Development Leave Regulations.

Staff Development Programs 1989

Program	Number of Courses	Number of Participants	Days of Duration	Training Days
Career Planning for Professionals	2	41	3	123
Consulting Skills I	10	240	5	1,200
Consulting Skills II	3	71	5	355
Dealing With the Public	4	76	2	152
Effective Public Speaking	7	112	2	224
Effective Writing Workshop	14	292	3	876
Essentials of Situational Leadership	7	149	3	447
Financial Management	5	130	2	260
Human Resource Management	5	107	5	535
Human Rights Workshop	4	49	1	49
Interpersonal & Organizational Skills for Clerical & Secretarial Staff	15	315	3	945
Interpersonal Communication	10	186	3	558
Introduction to Central Agencies	1	117	1.5	175.5
Introductory Career Planning	1	21	3	63
Logical and Creative Problem Solving	5	116	2	232
Management Development	7	173	5	865
Management, Leadership & Motivation	11	215	5	1,075
Management Preparation	1	21	4	84
Managing Conflict	7	156	2	312
Managing in the Public Service	1	21	4.5	94.5
Managing the Decision Process	5	104	3	312
Managing the Planning Process	5	127	3	381
Managing Time	13	274	2	548
Meeting Skills	4	74	3	222
On the Job Training Methods	5	91	2	182
Positive Communication – Increasing Your Influence	21	452	3	1,356
Power and Productivity	6	133	3	399
Preparing for the Job Interview	3	59	2	118
Pre-Retirement Planning	13	290	2	580
Report Writing Workshop	5	99	2	198
Senior Executive Development Program	5	138	5	690
Team Effectiveness	5	46	2	92
Women Entering a Management Role	1	20	4	80
Women Entering a Supervisory Role	9	187	4	748
Women Entering a Supervisory Role – Follow-up	3	56	2	112
TOTALS	**223**	**4,758**	**106**	**14,643**

Distribution of Salaried Staff by Geographic Location December 31, 1989



Percentage of Recruitment and Selection Competitions

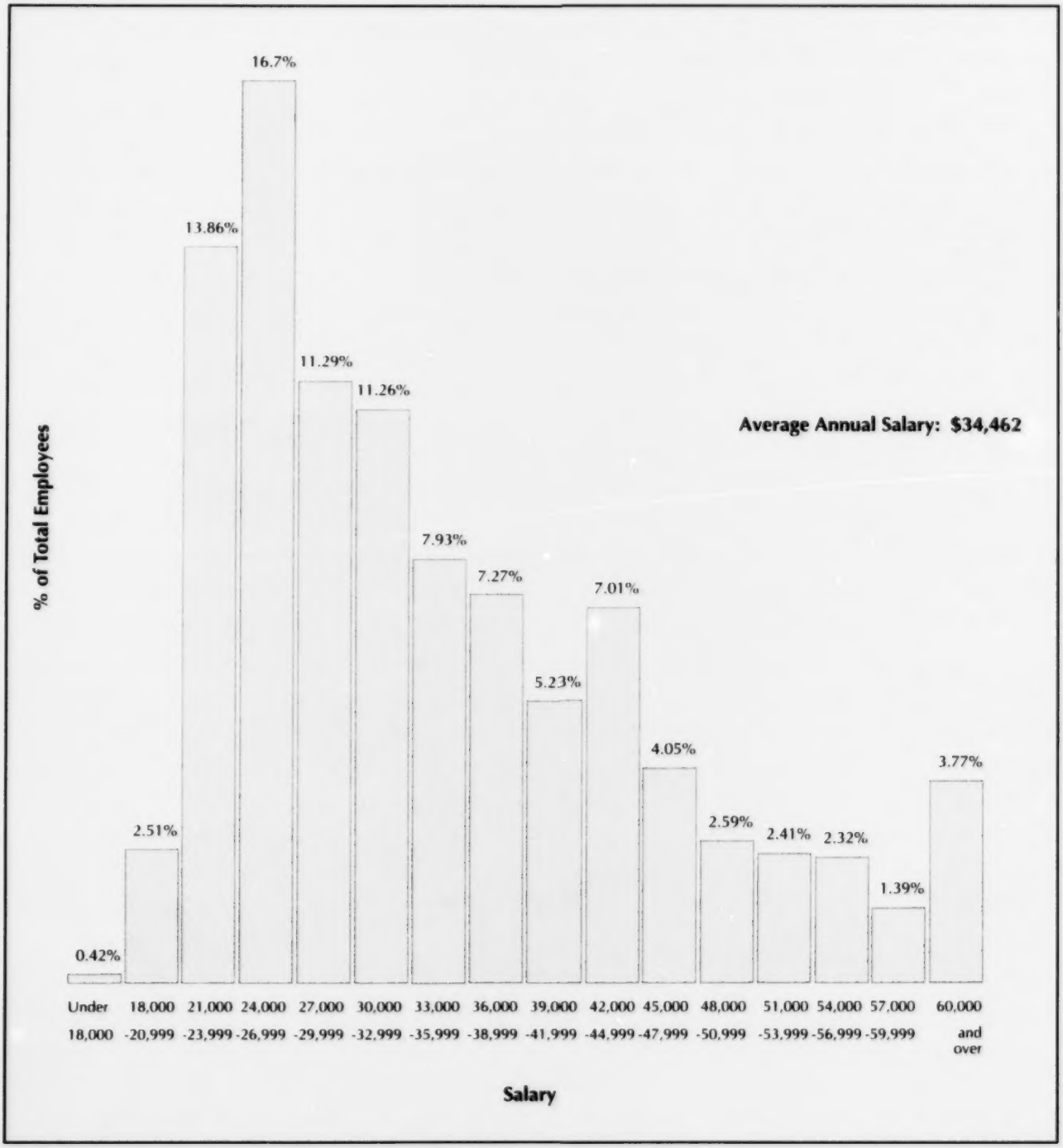
Department	Number	Percentage
Advanced Education	124	5.1%
Agricultural Development Corporation	11	0.4%
Agriculture	89	3.7%
Attorney General*	159	6.6%
Auditor General	9	0.4%
Career Development and Employment	57	2.3%
Consumer and Corporate Affairs	54	2.2%
Culture and Multiculturalism	57	2.3%
Economic Development and Trade	20	0.8%
Education	70	2.9%
Energy	89	3.9%
Environment	90	3.7%
Environment Council	4	0.2%
Family and Social Services	309	12.8%
Federal and Intergovernmental Affairs	10	0.4%
Forestry, Lands and Wildlife	89	3.7%
Health**	237	9.8%
Labour	34	1.4%
Legislative Assembly	4	0.2%
Municipal Affairs	74	3.1%
Northern Development	1	0.1%
Occupational Health and Safety	22	0.9%
Personnel Administration Office	38	1.6%
Public Affairs Bureau	32	1.3%
Public Safety Services	4	0.2%
Public Works, Supply and Services	126	5.2%
Recreation and Parks	37	1.5%
Solicitor General	131	5.4%
Technology, Research and Telecommunications	9	0.4%
Tourism	58	2.4%
Transportation and Utilities	225	9.3%
Treasury	140	5.8%
TOTAL	**2,413**	**100%**

* Includes the Public Utilities Board

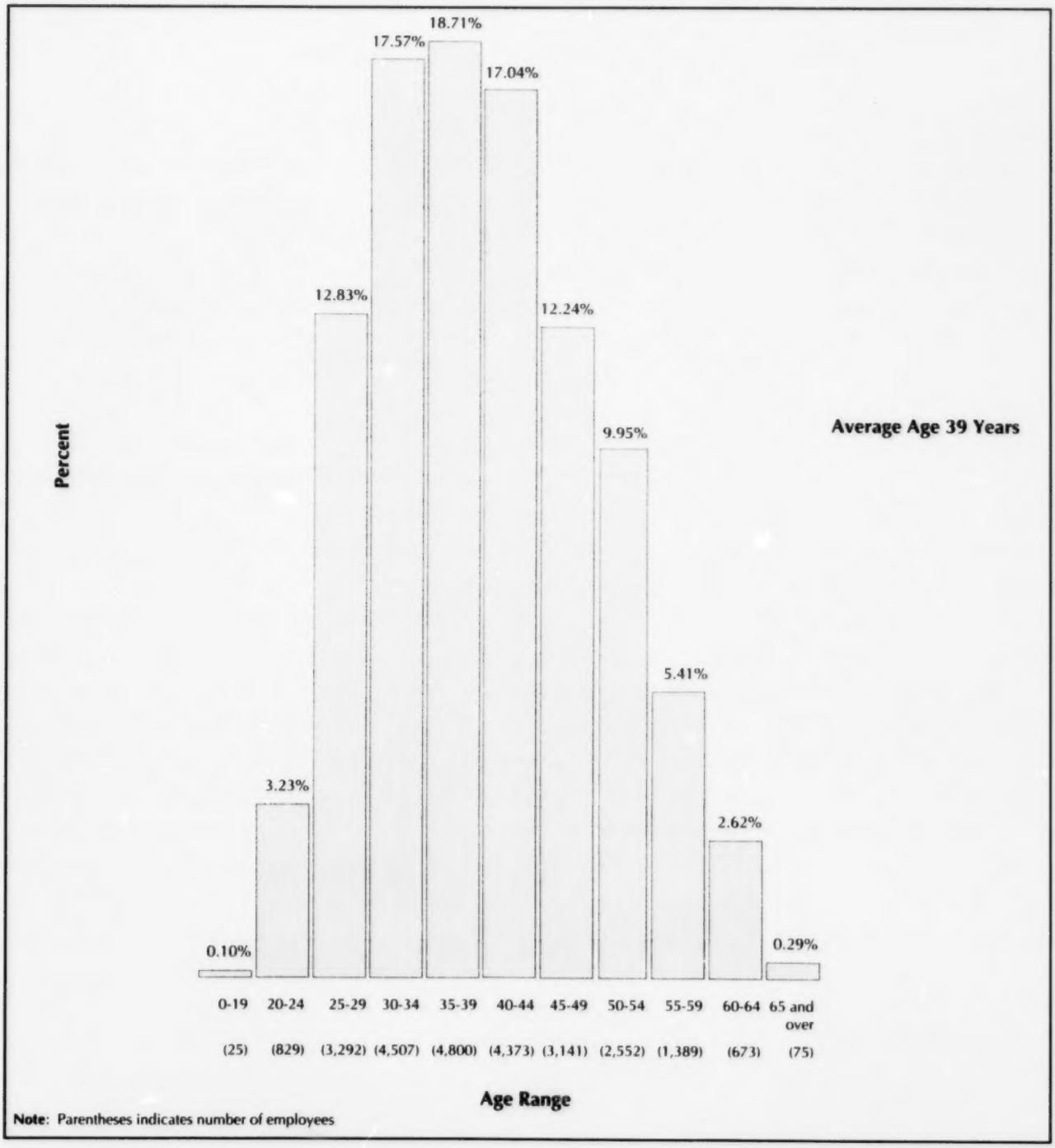
** Includes former Department of Community and Occupational Health

CONDUCTED BY DEPARTMENTS IN 1989

Annual Salary Distribution of Permanent Full Time Employees December 31, 1989



Age Distribution of Full Time Permanent Employees December 31, 1989



Note: Parentheses indicates number of employees

Distribution of Permanent Full Time Employees* December 31, 1989

Department	Number	Percentage
Advanced Education	569	2.22%
Agriculture	1,226	4.79%
Agricultural Development Corporation	162	0.63%
Alberta Oil Sands Equity	10	0.04%
Attorney General**	2,059	8.03%
Auditor General	106	0.41%
Career Development and Employment	418	1.63%
Consumer and Corporate Affairs	305	1.19%
Culture and Multiculturalism	378	1.47%
Economic Development and Trade	235	0.92%
Education	686	2.67%
Electoral Office	6	0.02%
Energy	614	2.39%
Environment ***	957	3.73%
Executive Council	28	0.11%
Family and Social Services	3,991	15.55%
Federal and Intergovernmental Affairs	62	0.24%
Forestry, Lands and Wildlife	1,578	6.15%
Health****	1,759	6.86%
Labour	504	1.96%
Legislative Assembly	39	0.15%
Municipal Affairs	690	2.69%
Occupational Health and Safety	165	0.64%
Ombudsman	14	0.06%
Personnel Administration Office	138	0.55%
Public Affairs Bureau	197	0.77%
Public Safety Services	83	0.32%
Public Works, Supply and Services	2,094	8.16%
Recreation and Parks	491	1.91%
Solicitor General	2,533	9.87%
Technology, Research and Telecommunications	45	0.17%
Tourism	151	0.59%
Transportation and Utilities	2,616	10.20%
Treasury	747	2.91%
TOTAL	**25,656**	**100%**

* Treasury Branches not included
** Includes Public Utilities Board
*** Includes Environment Council of Alberta
**** Includes part of former Department of Community and Occupational Health, the remainder of which is Occupational Health and Safety

Percentage of Management and Non-Management Classification Transactions Conducted by Departments in 1989

Department	Number	Percentage
Advanced Education	297	3.47%
Agricultural Development Corporation	84	0.98%
Agriculture	333	3.9%
Attorney General	559	6.53%
Auditor General	9	0.1%
Career Development and Employment	174	2.03%
Consumer and Corporate Affairs	132	1.54%
Culture and Multiculturalism	137	1.6%
Economic Development and Trade	87	1.01%
Education	332	3.87%
Energy	248	2.9%
Environment	201	2.34%
Environment Council	0	0.0%
Executive Council	6	0.07%
Family and Social Services	1,583	18.5%
Federal and Intergovernmental Affairs	23	0.26%
Forestry, Lands and Wildlife	333	3.9%
Health	646	7.54%
Labour	111	1.3%
Legislative Assembly	3	0.03%
Municipal Affairs	402	4.7%
Occupational Health and Safety	77	0.9%
Office of the Chief Electoral Officer	0	0.0%
Office of the Ombudsman	5	0.05%
Personnel Administration Office	54	0.63%
Public Affairs Bureau	64	0.74%
Public Safety Services	66	0.77%
Public Service Employee Relations Board	1	0.01%
Public Utilities Board	12	0.14%
Public Works, Supply and Services	633	7.4%
Recreation and Parks	215	2.51%
Solicitor General	648	7.57%
Technology, Research and Telecommunications	15	0.17%
Tourism	165	0.2%
Transportation and Utilities	638	7.45%
Treasury	264	3.08%
TOTAL	**8,557**	**100%**

Percentage of Management and Non-Management Classification Activity

Department	Number	Percentage
Non-Management Delegated Classification Transactions	7,607	88.9%
Management Non-Delegated Classification Transactions	364	4.25%
Management Delegated Classification Transactions	586	6.84%
TOTAL	**8,557**	